

OTE 87-1056

24 December 1987

MEMORANDUM FOR: Director, Office of Congressional Affairs

FROM:

[REDACTED]

Director of Training and Education

SUBJECT:

HPSCI Request for Information on
Joint CIA/Harvard Project

Attached is a Memorandum for the Record prepared by Jack

[REDACTED]

the project officer for the Harvard Project. I believe

it responds very well to the HPSCI requests and summarizes the
program to date very effectively.

[REDACTED]

Attachment

cc: Original - Addressee

1 - DTE Chrono ✓

1 - Harvard File

1 - OTE Registry

23 December 1987

MEMORANDUM FOR THE RECORD

SUBJECT: Project on Intelligence Assessment and Policy

1. The contract between CIA and Harvard University provides funding (approximately \$400,000 per year for three years) for the Project on Intelligence Assessment and Policy, to be conducted by the John F. Kennedy School of Government. The goal of this program of unclassified research and training is to improve the quality and utility of intelligence analysis for the policymaking process.

2. The Project consists of the following elements:

A. A SEMINAR ON INTELLIGENCE ASSESSMENT AND DECISIONMAKING. The Seminar will be held twice a year at Cambridge for intelligence managers, mostly from CIA's Directorate of Intelligence but also from other parts of the Agency and Intelligence Community. The course features case studies on how policy officials have related to the assessments of government experts in making key decisions.

The Seminar has been held twice in 1987. Intelligence managers from CIA, State/INR, DIA, NSA, National Intelligence Council, and Intelligence Community Staff participated in the November running of the Seminar.

B. INTELLIGENCE-SPECIFIC CASE STUDIES. The Kennedy School faculty is to develop case studies to help identify what works and what doesn't in providing effective analytic support to policy decisionmakers. The selected cases will examine various patterns and challenges, such as how best to deliver "bad news." Harvard will use these case studies in their programs for policymakers as well as for intelligence analysts and managers. Intelligence Agencies will be able to employ the case studies in their own training courses.

C. COUNCIL ON INTELLIGENCE AND POLICY, to be sponsored by Harvard. A Steering Committee will provide general guidance to the overall Project. Study Groups of the Council will meet several times per year, principally to discuss the case studies produced under the contract.

Both the Steering Committee and the Working Groups will have representatives from the academic and non-governmental communities as well as from intelligence and policy organizations. The following members of Congress have agreed to serve on the Steering Committee: Senator Bradley, Representative Cheney, Representative McCurdy. Kennedy School may invite members of Congress and of Congressional Staffs to serve on the Council's Study Groups.

D. OFFICER IN RESIDENCE PROGRAM, under which a CIA manager will be in residence at Harvard University, as a referant on the world of intelligence.